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THESIS

COMPARISON OF COSTS FOR THE PERFORMANCE OF SECURITY FUNCTIONS AT MILITARY INSTALLATIONS BETWEEN SERVICES PROVIDED BY CIVILIANS AND MILITARY PERSONNEL

by

Geronimo Rodriguez

December 1986

Thesis Advisor: Ronald A. Weitzman

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The main thrust of the study focuses around manpower costs. To that end, a comparison of manpower costs of two Naval installations, one having a security force composed of civilians and the other a security force composed of military personnel, was made and presented. Their manning requirements, manpower levels, and personnel salaries were examined to derive total manpower costs. In addition, a survey of the two security forces was conducted which allowed for individual physical (statistical) comparisons. It is hoped that the conclusions of this study will enhance knowledge and awareness on matters and decisions pertaining to the physical security of Naval installations.

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Comparison of Costs for the Performance of Security Functions at Military Installations between Services Provided by Civilians and those of Military Personnel

by

Geronimo Rodriguez
Lieutenant, United States Navy
B.A., University of the Republic of Phillipines, 1978

Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

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ABSTRACT

This study examines the various issues which evolve from types of security forces, the choice between civilian and military security forces, and security force manpower costs.

The main thrust of the study focuses around manpower costs. To that end, a comparison of manpower costs of two Naval installations, one having a security force composed of civilians and the other a security force composed of military personnel, was made and presented. Their manning requirements, manpower levels, and personnel salaries were examined to derive total manpower costs. In addition, a survey of the two security forces was conducted which allowed for individual physical (statistical) comparisons. It is hoped that the conclusions of this study will enhance knowledge and awareness on matters and decisions pertaining to the physical security of Naval installations.

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My special thanks to my wife Geri, whose support was unfailing through this endeavor as it always has been.

I. INTRODUCTION

A. BACKGROUND

It's two-thirty in the morning. Two vehicles approach two different Naval Installation main gates. Both vehicle operators are active duty Navy men with several years of military service under their belts. The operator of vehicle 1 slows, dims the headlamps, and stops adjacent to the gate shack. The guard, is sitting at his desk and is talking on the telephone, looks up and motions the vehicle operator to proceed. The driver, however, is in need of directions and thus remains stopped. It is apparent to the driver that from his position the guard is unable to see the DOD Registration decal on the vehicle's bumper. Additionally, since the operator is dressed in civilian clothing there is no way the guard knows the identity of the driver. Eventually, the guard approaches the vehicle operator and inquires what the driver needs. It is then that the vehicle operator notes that the guard is apparently a DOD Guard. The guard is in his late forties and is slightly overweight.

The circumstances are somewhat different for the operator of vehicle 2. He too, is in civilian attire. He approaches the main gate, dims the headlights, and stops. He, however, is greeted by a young Marine Guard who quickly notices the DOD Registration decal and renders a smart salute and appropriate military courtesy. Furthermore, he instructs the driver to produce his Military Identification Card and positively identifies the driver.

The situations depicted above are not intended to portray the DOD Guard force as lackadaisical, fat, or negligent in their duties: nor the Marine Guard force as young, vigilant, and efficient. It is, however, intended to raise the question of how are security forces at Naval Installations determined? Why does one installation have security guard forces made up of civilians and another of military personnel? Further questions such as the following come to mind; What are the policies concerning the choice? Who makes such decisions? Is it the nature of security functions performed? Which type is more effective and efficient? Can elements such as productivity, effectiveness, and efficiency in security organizations be measured?

B. GENERAL

Some of these questions and issues are difficult to answer. Take for example, the last area; productivity, effectiveness, and efficiency. In manufacturing environments, productivity is broadly defined as the ration of output per unit of input over time. Productivity compares the amount of resources used with the volume of products or services produced. In the long run, productivity is improved by innovation or changes in the means of production. In the short run, productivity is improved by raising the efficiency with which resources are utilized within the existing system of production. The productivity concept refers to an accurately measured total physical output of end-products of an organization, divided by the measure of the total amount of resources used, such as total man-hours worked or total cost in constant prices. Effectiveness is described as the desirable effects or benefits gained by reason of the expenditure or incurring of a cost. Effectiveness also connotes some measure of performance or level of output of the benefit producing system. Efficiency is described as the ration of actual performance numbers to standard performance usually expressed as a percentage. In these cases (manufacturing situations) productivity, effectiveness, and efficiency are all items that are quantifiable and measurable. In a security department these items are difficult to define and are not measurable in monetary or any other terms. In the manufacturing organization the goal is earning profits. In a security organization the goal should be to render as much protective service as possible with a given amount of resources or to use as few resources as possible to render a given amount of service. In most situations, the desirable financial performance in this type of organization is a break-even performance, that is, in general and over the long run, provided funds should equal expenses. In short, a security department should be both efficient and effective; it's not the case of choosing one or the other. Efficient security organizations must render their services with the lowest consumption of resources and effective security organizations must strive towards the accomplishment of goals. [Ref. 1:pp. 195-197]

C. PURPOSE

The purpose of this study is three-fold in nature: 1) to examine the major issues and policy decisions surrounding the choice between having security services provided by civilians or military personnel, including the cost of these services; 2) examine appropriate trade-offs, and risks; and 3) enhance knowledge and awareness in the aforementioned areas concerning installation security for decision makers.

D. METHODOLOGY

Since the heart of the issue is costs associated with the performance of security functions at military installations, this study will explore the cost of security performed by civilians and by military personnel at two Naval Installations. The installations: Moffett Naval Air Station and Oakland Naval Supply Center were selected for three reasons:

1. their proximity;
2. their security force composition; and
3. the comparability of the size of their security force.

II. THE SECURITY FORCE

A. GENERAL

The security department of a military installation performs various functions related to base and physical security. The individual responsible for all security functions is the installation commanding officer. He is ultimately responsible for all aspects of physical security of all facilities within the confines of the installation and the promulgation of regulations necessary to meet this objective. [Ref. 2:p. 2-1 & Ref. 3:p. 3-1] Physical security is that part of an overall security program which is concerned with the physical measures designed to prevent unauthorized access to equipment, facilities, material and documents and to safeguard them against espionage, sabotage, damage, theft, or other covert acts which would in some degree lessen the ability of the activity to perform its mission or affect overall material interests.

The security force constitutes one of the most important elements of an activity's physical security program. It provides the enforcement implementation medium in the physical security effort. The security force consists of designated personnel specifically organized, trained, and equipped to provide the physical security for the command. Security forces at Naval Installations may be composed of:

1. DOD civilian security police.
2. DOD civilian security guards.
3. General Services Administration (GSA) guards.
4. Contract guards (commercial security services).
5. Military force (Navy and Marine Corps personnel).
6. Combinations of the above.

In overseas locations certain Naval activities are also protected by foreign nations. [Ref. 4:p.4-1]

Guidance for the appropriate employment of Marine Corps Security Force components is set forth in SECNAVINST 5530.4, Marine Corps Security Force (MCSF) barracks and detachments ashore and afloat. The primary mission of Marine Corps Security Force personnel is to provide physical security for those portions of naval activities that requires the unique capabilities of an armed, combat trained Marine. The current legislative basis for the MCSF is found in Title 10 USCS 5013 which states, in part, that the Marine Corps shall provide security detachments and organizations for the protection of naval property at naval stations and bases . . . these additional duties may not detract from or interfere with the operations for which the Marine Corps is primarily organized. In determining whether a MCSF is required the basic question, "Does this post require an armed, combat trained Marine?" is of primary consideration. To answer this question, a validation process has been established. The validation process is to ensure the most efficient Navy wide allocation of MCSF assets. The process addresses validation of existing posts and validation of new posts. Validation may occur as often as one a year to delete, modify, or add posts as requirements change for the command. Even when changes are not required, higher authority dictates that the time interval between validations is not to exceed three years.

The security problem is influenced by the mission of the activity, the type and jurisdiction of the property, the geographic location and size of the activity, the topography of the area, the economic and political atmosphere, potential and existing threats, logistical, and operational support provided by other organizations.

Regardless of the type of security force employed, their functions fall into three basic categories:

1. Protect life, property, and the rights of individuals.
2. Prevent and/or deter theft and other losses such as fire, damage, accident, sabotage, espionage, trespassing, etc.
3. Enforcement of security rules, regulations, and policies. [Ref. 4:p. 4-1]

B. DETERMINATION OF POSTS AND SECURITY FORCE STRENGTH

No two activities are identical. Therefore it is impractical to set fixed rules for the determination of posts as to location, type, and number. Commanding Officers must evaluate their command to determine the number and type of posts required to provide the optimum protection. Consideration of different security measures such as the use of electronic intrusion detection systems, closed circuit television, and securing gates during low usage. Posts normally fall into three basic types; fixed, mobile, and administrative. Fixed posts are those where security personnel normally remain at one point or within a specific area. Examples are gates and towers. Mobile posts are often referred to as roving patrols. These are used for perimeter surveillance and area patrols. Examples are foot, bicycle, motorcycle, vehicle, and boat patrols. Administrative posts include the security or police chief, other supervisory personnel, identification and pass clerks, dispatchers, alarm system monitoring personnel, training specialists, traffic and criminal investigators, clerks, and stenographers. [Ref. 4:p. 4-6]

The number of positions in the security force is normally based on the number of 24 hour posts to be manned. The total number of personnel per post depends on the type of force used. [Ref. 4:p. 4-6]

1. A post manned by enlisted Marines normally requires six Marines per post.
2. A post manned by enlisted Navy personnel normally requires five personnel per post.
3. A post manned by civil service or contract security personnel has a different number obtained through the use of a set formula. For example, after determining

> the number of posts required, the approximate number of security personnel can be calculated as shown below. One post requires 168 man hours per week. Compute the total number of man hours per week for all actual posts and divide by 168. Calculate the average number of days of annual leave and sick leave anticipated. From Table I, find the "number of guards per posts required" appropriate to the average leave anticipated. Multiply this figure by the number of posts required.

Supervisory personnel may be included in the post calculations or figured separately and then added to the requirement.

The formula, however, does not reflect man-hours required for initial, annual, and specialized training, special details or other assignments. If these requirements are fairly consistent, past experience can be used to calculate "averages" which can then be included into the formula. If these requirements are not consistent or are not valid security functions, consideration should be given to the use of over-time, doubling up of posts, or curtailment of the requirement to accomplish valid assignments or functions.

TABLE I

ESTIMATING CIVILIAN SECURITY FORCE STRENGTH REQUIREMENTS

Anticipated avg. no. of days off for annual & sick leave per ind.	No. of personnel per post required (40 hr. wk.)
0	4.20
20	4.55
25	4.65
30	4.75
35	4.85
40	4.96

EXAMPLE:

POST #1	1 individual, 24 hours, 7 days = 168 hours
POST #2	1 individual, 24 hours, 7 days = 168 hours
POST #3	2 individuals, 16 hours, 7 days = 224 hours
	1 individual, 8 hours, 2 days = 16 hours
Gate	1 individual, 10 hours, 5 days = 50 hours
Patrol	1 individual, 2 hours, 5 days = 10 hours
TOTAL HOURS	636 hours

636 is then divided by 168, resulting in 3.78 posts. Average annual and sick leave anticipated per individual is 30 days. From the Table above we see that this case requires 4.75 personnel per post for each of the 3.78 posts. Multiplying these figures (3.78 x 4.75) results in 17.95 (18) which is the total of personnel needed on the force. [Ref. 4:pp. 4-8 & 4-9]

The effectiveness of a security force is influenced by the quality of its training program. Effective training depends on leadership, proper organization, and efficient use of available resources. Responsibility for the overall Navy law enforcement and physical security program begins with the CNO and proceeds down the chain of command to the Commanding Officer, Security Officer, and the Security Department Coordinator. The Commanding Officer's responsibilities include: ensuring that adequate law enforcement/security training is conducted for all security force personnel in according with OPNAVINST 5530.14; providing broad mission guidance based on the command's requirements; allocating sufficient training resources based on training needs and priorities of his units. The Security Officer is responsible for the specific security force training program at the command; to ensure that all assigned security force personnel are adequately trained; that adequate time is made available to conduct the training; and to oversee the programs administration, monitoring, and documentation. The Security Department Training Coordinator shall be responsible for developing and administering the training program from lesson plans, for monthly, quarterly, and long range training plans, and for graphic aids to testing and maintenance of individual records. It is also his responsiblity to provide training for all personnel in the security force. [Ref. 4:pp. 9-6 & 9-7]

All new members of the security force are required to complete Block #1 training requirements within four months and Block #2 training requirements within nine months of date of employment. [Ref. 4:p. 9-11]. (Training requirements for both Blocks are outlined in Appendix A which has been adapted from Attachment 1 of OPNAVINST 5530.14A, Physical Security and Loss Prevention) New members must satisfactorily complete Block #1 training requirements prior to performing independent on-the-job security or law enforcement duties. Security force personnel will not be issued firearms without satisfactorily completing firearm qualifications as shown in Appendix B, adapted from Tab A of OPNAVINST 5530.14A, Physical Security and Loss Prevention. The objective of firearms training is to ensure that security force personnel are qualified to employ firearms with accuracy and speed, and without hazard to self, co-workers, or other parties. A program of yearly qualification and quarterly familiarization training is required. [Ref. 4:p. 9-15] The authority to arm security force personnel is vested in the Commanding Office [Ref. 5:p. 5-1 & Ref. 6:p. 6-1]

III. AUGMENTATION OF THE SECURITY FORCE FOR EMERGENCIES

A. GENERAL

In the past decade, transnational and international terrorist activity has increased at an alarming rate and has been the subject of much concern and expenditure of resources by world political leaders. In particular, the number of terrorist groups, events, targets, victims, and damage caused by terrorist groups has increased in an almost exponential fashion. [Ref. 7:p. 7-1] There is a growing consensus among the terrorist experts that terrorism, internationally and domestically, can be expected to increase. The U.S. Senate, concerned about the growing threat of terrorism to the United States, recently formed the Senate Subcommittee on Security and Terrorism chaired by former Admiral, now Senator, Jeremiah Denton. In an opening statement on hearings concerning the terrorist threat, 24 April 1981, Senator Denton said,

> Some have suggested that National Security and Terrorism are non-issues; that the threat is ethereal and illusory. I do not share these views. Surely, at one time or another, all the diverse victims of terrorism have been led to believe that there is no threat--"it can't happen here." . . . If we continue to ignore the threat or define it away be academic gymnastics, the sand in which we bury our heads will eventually bury our nation . . . In short, it is naive thinking that military installations will never be the targets of terrorist attacks.

For such crimes, preparation of plans is required as part of the overall physical security plan for use of security force personnel to provide additional security, as required, during emergencies and for augmentation by other additional personnel and equipment.

B. CRISIS RESPONSE FORCE

Directives require all naval installations to organize, equip and train its own crisis response force to prevent disruption by onboard civil disturbances, repel or contain overt attack by criminal/terrorist elements, and to rapidly restore essential activities which may have been disrupted by civil disturbance, over attack, natural disaster or other crisis. The crisis response force is made up of onboard personnel, including civil service personnel, augmented and supported by other personnel as deemed necessary. Other civilian employees may be used as staff/support elements of the crisis response force for such functions as medical assistance, firefighting, construction, casualty evacuation, and communications.

The crisis response force should consist of security, control, and administrative elements. The security elements should be homogeneously organized, i.e., civilian security force personnel, military security personnel, and other military active duty personnel. Marine Corps Security Force personnel cannot be used without approval from the Secretary of the Navy.

The size and composition of the crisis response force depends largely on the size of the installation or activity, geographical location, criticality of assets, vulnerability, and accessibility, as determined by the Commanding Officer. The crisis response force should provide for the effective utilization of available assets consistent with the continuation of all essential functions during the crisis situation.

Because members of the crisis response force will be involved in the containment of civil disturbances, it is essential that all members be trained in the appropriate use of force, and legal constraints on use of force and be competent in the use of assigned weapons and equipment. [Ref. 4:pp. 4-10 & 4-11]

IV. SECURITY ORGANIZATION AT TWO NAVAL INSTALLATIONS

A. NAVAL SUPPLY CENTER, OAKLAND

The security force at the Naval Supply Center, Oakland (NSCO), is made up entirely of civilians. The civilian security force may fall under two categories: General Schedules (GS) civil service employees or contract personnel furnished by private agencies under contract to the activity. Those at the Naval Supply Center, Oakland, fall under the former (GS) category. Currently, positions with the Naval Supply Center's Security Organization are filled through a "Merit" system, like other Federal Government jobs. This means that selection for appointment is based on relative qualification to perform the work in comparison to other candidates as demonstrated by past experience, both paid and unpaid, education, and training. When opportunities exist, positions are publicized at the Office of Personnel Management Job Information Centers, state employment offices, Civilian Personnel Offices at military installations, and Personnel Offices of other Government agencies. U.S. citizenship is a basic requirement followed by federal/local policies concerning current employees (those employees serving under career or career conditional appointment wishing to transfer between government activities), former employees, former overseas employees, and equal-opportunity considerations for protected groups such as women, minorities, veterans, and the handicapped.

Police services for NSCO are provided by 70 personnel; one - Chief of Police, three - Captains, six - Sargeants, and 60 Guards. (Note: They are referred to as guards because positions are classified in a particular job series. In this case it is a guard series. This means that more than 50% of their duties have been established as being guard related.) Figure 1 shows how the organization fits into the overall scheme in relation to other support areas. The cost for the security force is shown in Table II. (With the exception of the figures shown for the Chief of Police, all figures are averages which were then multiplied by the number in that position to arrive at a sub-total.)

Naval Supply Center, Oakland, Manpower Requirements are shown on Table III.

All personnel assigned to the security force at NSCO have completed and/or are completing training requirements as outlined in Appendix A through on-the-job training (OJT). Although personnel was successfully complete the law enforcement and security training program at the Navy Security Training Center, Lakehurat, New Jersey, are more stringent. NSCO security force personnel do not meet or cannot maintain physical standards required at Lakehurst. Additionally, past experience has shown that duties while at

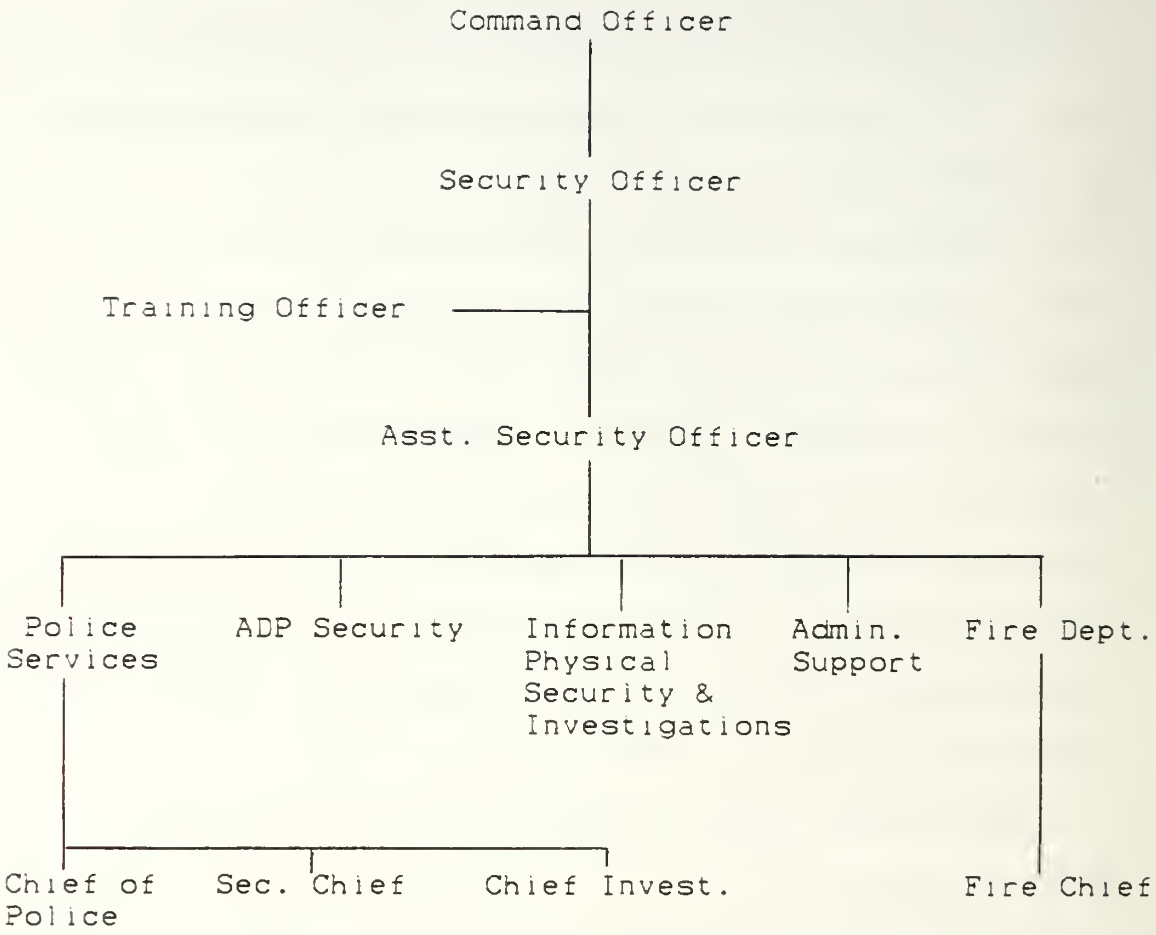

Figure 1 NSCO Partial Organization Chart

TABLE II

NSCO MANPOWER COSTS

Position	Salary	Fringe Benefits/Leave	Subtotals*
Chief	26,381.00	7,750.74	34,256.74
(1 ea.)			34,256.74
Capts	21,053.00	6,187.50	27,365.25
(3 ea.)	63,159.00	18,562.50	82,095.75
Sgts	18,433.00	5,419.88	23,977.88
(6 ea.)	110,598.00	32,519.28	143,867.28
Guards	17,830.00	5,238.45	23,193.45
(60 ea.)	1,069,800.00	314,307.00	1,391,607.00
TOTAL			$1,651,826.77

*Sub-totals include $125.00.00 Uniform Allowance per individual.

Fringe benefits (social security, retirement, and health benefits) are equal to 14% of the salary paid. Leave is equal to 15.38% of the salary paid. For budget purposes the figure $25,000.00 is used to compute the cost for one guard per year. Using this figure, the cost for the 60 guards is equal to $1,500,000.00 annually.

TABLE III

NSCO MANPOWER REQUIREMENTS

NSCO	Shift 1	Shift 2	Shift 3
Gate 1 (Inbound)	x	x	x
Gate 1 (Outbound)	x	x	x
Gate 2 (Inbound)	x		
Gate 2 (Outbound)	x		
Desk	x	x	x
Patrol A	x	x	x
Patrol B	x	x	x
Compound Gate (4/D)	x	x	
Compound Gate (4/G)	x	x	
Compound Gate (5/L)	x		
Bldg. #422	x		
Alameda			
Main Gate	x	x	x
Patrol Unit	x	x	x
Patrol Unit	x		
Truck Control	x		
Annex Gate	x		
Disposal Gate	x		
Bldg. #9	x	x	x
North Gate	x		
West Gate	x		
Pt. Molate			
Desk	x	x	x
Patrol	x	x	x

the training center requires the civilian personnel to exceed normal working hours (over-time). Portions of duties are considered to violate the job description, duties, and functions outlined for guards in current union contracts. In fact, there are several lawsuits pending, initiated by the civilian unions, contesting these points and others, as of the writing of this study. It is for these reasons that the security force personnel at NSCO are no longer sent to the aforementioned training center.

A survey taken of the personnel currently performing security force duties at NSCO was conducted by this author to determine the average type of individual employed. The results of that survey revealed the following:

1. All personnel are males.
2. The average height is 5′ 8".
3. The average weight is 192.2 pounds.
4. The average age is 40.5 years.

The survey also showed that approximately 10% of the entire security force is composed of individuals that have retired from other occupations, and 4% are 60 years of age or older. The average amount of experience in current position is 4 years 11 months.

The turnover rate at NSCO has been estimated by the Chief of Police at approximately 35% per year. This is undesirable for several reasons, such as:

1. Release of personnel trained in sensitive operations creates a possible source of information for persons seeking to discover vulnerable points in a security system.
2. The high cost factor involved in training replacements.
3. Frequent turnover breaks continuity of procedural familiarity and experience, which results in reduced readiness and less effective protection.

B. NAVAL AIR STATION, MOFFETT FIELD

The security force at the Naval Air Station, Moffett Field (NASM), is composed of 67 military personnel. The security force is currently in a transition period resulting from a "new" Navy initiative promulgated on 28 Oct 1986 that calls for a restructuring of how security is handled at Navy installations. This initiative basically envisions the use of an increased number of Navy officers and enlisted men to perform base security functions. At the same time, it calls for a new role in the use of Marine personnel. The effect at Naval Air Station, Moffett Field, was the loss of their Marine Detachment. During this transitional period, and until the system can assign permanent personnel, the security force is augmented by the use of Temporarily Assigned Duty (TAD) personnel from the local tenant commands. The tenant commands provide personnel in proportion to their size. The largest tenant command provides ten individuals and the smallest provides one. In total, there are 35 of these individuals temporarily assigned to the NASM security force.

During this transitional period, these personnel are assigned to the gate section for a five month period. (No set criteria were established for the selection of these personnel.)

The remainder of the security force is composed of permanently assigned personnel. Other than the Master-at-Arms rates in the key supervisory positions, the force is made up of various ratings on normal sea-shore rotations. Figure II shows the organizational structure of the security force. Table IV shows the cost for the security force. The figures used in this determination of cost were obtained from the NAVCOMPT NOTICE 7041, Composite Standard Military Rate Table, 26 Dec 1985. The rates in Table III include basic pay, basic allowance for subsistence, and basic allowance for quarters. These tables represent a realistic picture of the actual military cost to fill a position.

Naval Air Station, Moffett, Manpower Requirements are shown on Table V.

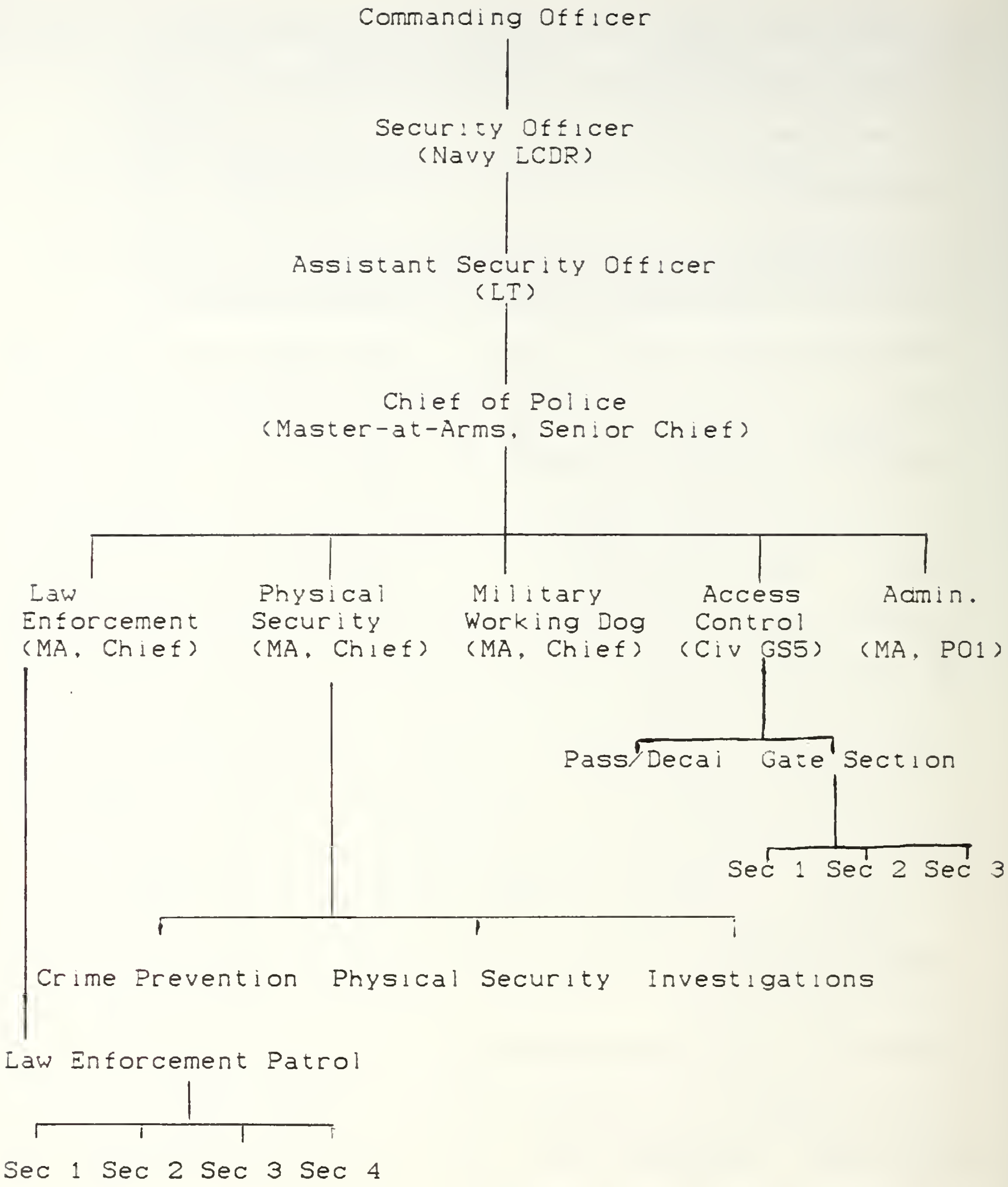
Commanding Officer
Security Officer (Navy LCDR)
Assistant Security Officer (LT)
Chief of Police (Master-at-Arms, Senior Chief)
Law Enforcement (MA, Chief)
Physical Security (MA, Chief)
Military Working Dog (MA, Chief)
Access Control (Civ GS5)
Admin. (MA, PO1)
Pass/Decal
Gate Section
Sec 1
Sec 2
Sec 3
Crime Prevention
Physical Security
Investigations
Law Enforcement Patrol
Sec 1
Sec 2
Sec 3
Sec 4

Figure 2 NASM Partial Organization Chart

TABLE IV

NASM MANPOWER COSTS

Rate	Annual Rate	Subtotal	
E-8	46,031	46,031	
(1)			46,031
E-7	39,150	39,150	
(3)			117,450
E-6	32,697	32,697	
(12)			392,364
E-5	26,890	26,890	
(30)			806,700
E-4	22,600	22,600	
(11)			248,600
E-3	18,816	18,816	
(7)			131,712
E-2	16,759	16,759	
(3)			50,277
TOTAL			$1,793,134

TABLE V

NASM MANPOWER REQUIREMENTS

Admin/Support	Shift 1	Shift 2	Shift 3	Days/Wk.
Chief of Police	x			5
Patrol Chief	x			5
Military Working Dog	x			5
Crime Prevention	x			5
Clerical	x			5
Pass/Decal	x			5
Training	x			5
Investigations	x			5
Operations				
Main Gate	x	x	x	7
South Gate	x	x		7
NASA Gate	x	x		5
East Gate	x	x		5
TACAMO Compound	x	x	x	7
Pass Issue	x	x	x	7
Perimeter Patrol	x	x	x	7
Desk	x	x	x	7
Dispatch	x	x	x	7
Patrol Zone 1	x	x	x	7
Patrol Zone 2	x	x	x	7
Patrol Zone 3	x	x	x	7
Patrol Zone 4	x	x	x	7

TABLE V continued

Patrol Zone 5	x	x	x	7
Walking Patrol 1	x	x	x	7
Walking Patrol 2	x	x	x	7
Alarm Monitor	x	x	x	7

All TAD personnel (Gate Section) receive five days of training prior to actual gate duties. Areas in Appendix A, applicable to gate duties, are emphasized during this relatively short training period. Twenty-two of the 32 permanently assigned personnel have successfully completed the Law Enforcement and Security Training program at the Navy Security Training Center, Lakehurst, New Jersey, or its equivalent. The remaining portion of the permanently assigned personnel have completed training requirements outlined in Appendix A.

A survey, similar to the one conducted at the Naval Supply Center, Oakland, was conducted at the Naval Air Station, Moffett Field. The results of the survey are as follows: (Unlike NSCO, NASM has female personnel performing security duties; therefore, this survey is divided into two parts according to sex.)

Females (10 assigned)

1. Average age: 21 years 6 months
2. Average height: 5′ 5.5"
3. Average weight: 124.9 pounds.

Males (57 assigned)

1. Average age: 26 years 3.5 months
2. Average height: 5′ 10.2″
3. Average weight: 165.9 pounds

The turnover rate for personnel assigned to NASM is estimated by the Chief of Police at 40 to 45% per year. The figure changes pending on the type of personnel received and their sea-shore rotation cycle. The same shortfalls related to relatively high turnover rates mentioned previously for civilians apply in this instance.

V. CONCLUSIONS AND RECOMMENDATIONS

A. CONCLUSIONS

1. Measuring Performance

Early in this study, the concern was focused on such areas as effectiveness, efficiency, and how they might be measured in security organizations. What we should really be concerned with is how well is the security service is being performed. Efficiency and effectiveness are merely indices in the determination of performance which excludes another key element; equity. At this point, let us redirect our attention to these areas.

Efficiency, as stated previously, measures the ratio of service outputs to service inputs. In a security organization the inputs are relatively easy to define: typically, they are measured in dollars or in manpower. On the other hand, it is well known that the outputs, in our situation, are more difficult to define and measure adequately. An efficiency measure that is finding increasing favor in recent years is "the number of specific types of incidents covered per police officer, per year." [Ref. 8:p. 57] (But this measure doesn't provide a realistic indication of efficiency in a low crime environment.) An intermediate efficiency measure, one that can be used to assess the internal organization and administration of a security organization, is man-hours of patrol per paid man-hour of police time. The use of this measure implicitly assumes that patrol prevents crime, a deeply held belief that has been questioned recently [Ref. 9:pp. 102-163 & Ref. 10:pp. 267-297]. Another output measure that has been widely used by management scientists who have examined the emergency services (police, fire, and ambulance) is response time, the time that elapses between the call for help and the arrival of the emergency unit at the scene where help is needed. (Implicitly, the output is deemed to be the deployment and dispatching results in a lower cost to achieve a given response time and achieving other improvements by better deployment of service units, i.e., Hall, W. K., *The Application of Multifunction Stochastic Service Systems in Allocating Ambulances for an Urban Area*; and Heller, N. B., and Stenzel, W. W., *Design of Police Work Schedules*.

Effectiveness is another important measure of performance. It measures how well the need for the service is satisfied and the extent to which unintended adverse impacts are avoided. It is the measure of adequacy of service relative to need, and it incorporates the notion of service quality. Once agaion, although it is difficult to measure effectiveness in security organizations, it is by no means impossible. One way is to survey the level of citizen satisfaction [Ref. 11:pp. 32-35]. Another way is to analyze trends/rates in the different incidents [Ref. 12:pp.124-131].

In many cities, the clearance rate (fraction of crimes for which one or more arrests were made) is commonly used to report the effectiveness in apprehensions [Ref. 8:pp.76-79].

A service can be efficient but ineffective: alternatively, it can be effective but inefficient. This can be illustrated by a hypothetical police unit. One can envision a police unit with a highly trained policeman that is very efficient and dashes about from incident to incident, promptly investigating this or that, arresting individuals, transporting them back to the station, then returning to his patrol area ready to handle any emergency that may occur. This police unit would be extraordinarily efficient if it handled, say, two incidents an hour or about 16 in an eight hour shift. However, it would be utterly ineffective if the actual number of emergencies in the area averaged 20 per shift. This would be an example of a highly efficient service that is very ineffective: more police units are needed. Alternatively, one can conceive of a very effective police station where no one has to wait more than five minutes to receive police assistance as units are promptly dispatched. However, such a service may be extremely inefficient if, in fact, it is staffed with so many units that most of them ride around doing nothing for hours on end because there is little demand for their service.

The last measure of service performance is equity. It refers to the fairness, impartiality, or equality of service. Equity has been a concern of political scientists and of economists but management scientists have tended to focus their efforts on the issues of efficiency and effectiveness and have paid relatively little attention to the issues of equity. The objectives of many studies have been to improve the efficiency and/or the effectiveness of a service, and the analyses were usually intent on maximizing or minimizing an appropriate measure for the entire jurisdiction. But any security service can be efficient and effective and could be perceived as inequitable if it fails to treat all segments similarly.

Efficiency and effectiveness signs are insufficient as performance measures for security services. Equity is of equal importance, and the three interact.

While the development of definitions and measurement of effectiveness, efficiency, productivity, and performance in security organizations has eluded most researchers and management practitioners, a unifying theme and a contingent behavioral theory of these components do exist. Such a theory, however, will have to evolve from a base of empirical research. Further progress in development of a cumulative theory will depend on progress in the development of component (effectiveness, efficiency, productivity) measurement tools.

2. The Security Forces Examined

Though the study focused on only two security organizations, sufficient information on each was examined and presented to allow conclusions.

The cost to the respective installations, which are fairly comparable in size in terms of the number of personnel in the security forces, for the provision of security service is relatively the same. The cost of the civilian security force at NSCO totalled $1,651,826.77, while the cost of the military security force at NASM totalled $1,793,134.00. The difference is $141,307.23. If, however, the budgeted figure used by NSCO of $1,500,000.00 ($25,000 per guard) is used in the computations the total becomes $1,760,219.00. The difference is now $32,915.00. The readers are cautioned that these figures represent the actual cost for manpower only.

The "merit" method used at NSCO for filling positions and the use of various ratings on normal sea-shore rotations at NASM both have inherent shortcomings. While the system used by NSCO aims at being fair to veterans, women, other protected groups, and the handicapped, it does not necessarily lead to the selection of the best qualified individual. For example, an applicant who was a cook during the Vietnam conflict is hired over an applicant with five years experience with the California Highway Patrol solely because of the preference given to veterans of that period. The latter is more qualified in terms of actual police experience and training, yet is not hired. The use of sailors rotating to shore at NASM does nothing but provide the needed shore billets for ratings that cannot be used elsewhere. According to the Assistant Security Office at NASM, sailors undergoing Law Enforcement and Physical Security Training at Lakehurst have been known to disqualify themselves to avoid being sent to any security force. The use of such sailors also has the effect of having them work outside their rate for a period of two to three years. This could result in these individuals requiring remedial training upon returning to sea assignments, or it may have a negative impact on their promotability.

By choice, the security force at NSCO is trained completely through on-the-job training. Over two-thirds of the permanently assigned personnel at NASM have completed the training provided at Lakehurst or its equivalent. The question of what type of training is better is not examined in this study. The item to consider is the time element. Completion of both blocks of training outlined in Appendix A through OJT requires about one year. Individuals completing the same requirements at the Lakehurst Training Center (nine weeks) can for the most part be completely entrusted to perform most duties on arrival.

Both security forces have extremely high turnover rates. The shortfalls of these situations were discussed in Chapter IV and will not be repeated here.

It was of no surprise that the civilian force at NSCO was slightly older and heavier than their military counterparts at the Naval Air Station, Moffett Field. On the average, the male individuals at NSCO are 2 inches shorter. 26.3 pounds heavier, and 14.2 years older. These points should not be considered as academic. In consideration of the type of duties performed and the type of duties they might be expected to perform, the endurance, strength, and agility typifying the younger individuals are important.

B. RECOMMENDATIONS

1. Overview

During the first week of November 1986, the Washington Post carried an article, "Navy Planning Major Overhaul of Security", pointing out that the Navy was "putting the finishing touches on an overhaul of its internal security procedures, which will emphasize more anti-terrorism training for sailors and instruction in the use of weapons." The article further stated that final approval of the plan was still pending from Navy Secretary, John F. Lehman, Jr.; however, few changes were expected. The following major points were highlighted in the article:

a. Restructuring that "will strengthen our ability to deter, detect and defeat terrorist attacks against our service members, their dependents and our resources."

b. "Key elements of the new structure are to incorporate anti-terrorist measures as an essential element of every command's mission; to train and deploy our existing law enforcement and guard forces for greater anti-terrorist effect; to train and employ large numbers of Navy personnel as Auxiliary Security Forces; and to reintroduce weapons proficiency as an essential skill of all sailors."

c. "Recruit training and officer accession courses will include qualification in pistol and rifle fire and additional interior guard and terrorism awareness training."

d. "Anti-terrorist measures will be included in other formal schools. Training in anti-terrorist protective measures will be provided to senior officers."

2. Comments

The planning of a major overhaul of the security procedures is definitely a positive move in the right direction. Pro-active steps are finally being taken for preparation of anti-terrorist protective measures which indirectly results in improving the overall readiness of the sailors and officers. This action, however, on its own is not enough. This is another classic example of doing more with the resources already at hand.

What is required is a plan that calls for the replacement of the current system with a system that produces a sailor who is specifically trained to be a professional law enforcement/physical security specialist. In short, the Navy should adopt a system akin to that which is currently used by the Air Force.

In the Air Force, a Law Enforcement Specialist receives training in the use of major items of equipment and mock-up trainers, such as portable radios, base station radios, mobile transmitters/receivers, vehicles, M-16 rifles, .38 caliber revolvers, leather gear, mace dispersers, handcuffs, speedgun, Cardio-Pulmonary Resuscitation (CPR) equipment, mock-up crime or incident scenes, mock-up Alert Aircraft Area, mock-up weapons storage area, mock-up building search area, and mock-up vehicle search area. Additionally, they receive training in the following areas and in the amounts (in hours) indicated: i.e. weapons (66), security (2), communications (5), legal considerations and provisions (12), police tactics (15), search procedures (12), confrontation management (5), general duties (35), law enforcement operations (18), crisis intervention/crimes and incidents (25), traffic supervision and management (11), resource protection (6), accident, disaster and incident scene (3), protective measures against warfare agents (2), detention/activities (2), and performance testing (35). The Air Force Security Specialist (emphasis placed on security as it is a separate sub-specialty not to be confused with an Air Force Law Enforcement Specialist) receives training in the use of the equipment and mock-up trainers, such as portable radios, base station radios, mobile transmitters/receivers, vehicles M-16 rifles, M-60 machine guns, M-203 grenade launchers, riot batons, handcuffs, audio pack system, video recorder/players, mock-up alert aircraft areas, mock-up weapon storage area, mock-up missile launch facilities, mock-up launch control facilities, and mock-up central security control. They also receive training in the following areas with hours indicated: i.e. Weapons (76), security (2), communications (9), legal considerations and provisions (15), police tactics (35), confrontation management (3), general duties (37), security operations (18), resource protection (3), securing accident, disaster, and incident scenes (4), protective measures against warfare agents (2), missile security (11), and performance testing (35). The bottom line is that highly trained individuals are produced in eight weeks. Follow on schools for sub-specialties such as military working dog handlers are also available.

This preparation in the Navy would require the creation of a new rate or expansion of the Master-at-Arms rate. The rate would be divided into two areas: Law Enforcement and Physical Security Sub-Areas under Law Enforcement might include Pass and Identification, Vehicle Registration, Gates, Patrols, etc. The sub-areas under Physical Security might include Aircraft and Flight lines. Ammunition compounds, Fuel compounds, Warehouse compounds, Brigs, etc. Further study for better utilization in sub-areas would be required.

Recruitment for the new rate would begin at the E-1 level. A positive aspect of beginning at this level is that the new rate would receive an individual that wants a career in law enforcement and physical security. A dedicated individual from day one. This would provide for a heavier lower ranking base structure. Currently many functions are being performed by E-4's, E-5's, and E-6's (on normal sea-shore rotations) that could easily and more cost effectively be performed by E-3's and below. Opponents of this plan would quickly point out that it has the following major weaknesses:

a. Establishment of the new rate would in effect causea permanent shore billets for those specialists with few afloat billets available for their utilization. Additionally, there would be fewer shore billets available for other rates rotating to shore.

b. The overall cost would be staggering. These are valid points, however, with dedicated professional law enforcement and security specialists, the Navy installations would be in a better position to protect life and property, enforce laws, regulations, and policies, and prevent and/or deter theft and other losses such as fire, damage, sabotage, and provide for installation defense against demonstrations, militant groups, and terrorists.

The price of readiness is never cheap.

APPENDIX A

MINIMUM TRAINING STANDARDS FOR SECURITY PERSONNEL
(Adopted from Attachment 1. OPNAVINST 5530.14A)

SUBJECT	SCOPE
ADMINISTRATIVE SUBJECTS	
BLOCK #1	
1. Overview/Role of Security Force Personnel	Introduction to the historical background of Navy Law enforcement or physical security with emphasis on its relationship to the modern day Navy. Discuss the organization of all Navy law enforcement and physical security programs under CNO (OP-009D) with emphasis on the trainee's role as a military or civilian law enforcement/ physical security professional within the present command.
2. Security Dept. Organization, Duties and Reponsibilities	Orientation to the organization and structure of the security department with emphasis on the various duties and responsibilities of their position and all others, e.g. supervisors,

	posts, patrols, etc. Discussion of applicable local directives, instructions and regulations. Trainee must be aware of command mutual aid and support agreements and inter/intra-service support agreements. Suggested reference: Command Organization Manual
3. Standards of Conduct	The trainee is presented with the various Naval and law enforcement standards of conduct, appearance, and ethics expected of all security force personnel in the performance of their duties, the exercise of their police powers, and their relationship to both the civilian and military community. Suggested reference: SECNAVINST 5370.20
4. Forms/Reports Report Writing	The trainee is presented the fundamentals of correct written communication emphasizing proper grammar, sentence structure and spelling. Preparation and use

	of the various forms and reports used by security force personnel. Suggested reference: SECNAVINST 5216.5C
5. ID's, Decals and Passes	Introduction to the requirements for identification and control of personnel, vehicles, packages and materials entering or exiting a command and restricted areas. Required local badges, identification media, and control post locations should be discussed along with standard DON and DOD decals, badges and identification media. Suggested reference: OPNAVINST 5560.10, OPNAVINST 11200.5B, NAVEDTRA 10242, OPNAVINST 3120.32A
6. Area Familiarization	The trainee should be presented with a summary of command geography, emphasizing high crime, hazardous, restricted or high security areas as well as other areas of special interest, or attention. Trainee should be

	given a summary of locations of the various divisions, departments, tenant commands, etc. Suggested reference: Locally prepared maps, charts, etc: Command Organization Manual.
BLOCK #2	
7. Recording, Handling and Disposition of Property	The trainee is taught the handling procedures for the recording, handling, and disposition of the various types of property coming into the custody of the security department, emphasizing special procedures for evidence. Trainee is taught the policy and procedures for reporting missing, lost, stolen, or recovered government property. Suggested reference: SECNAVINST 5500.4D, OPNAVINST 5580.1
8. Information Security	Introduction to the Command Information Security Program and trainee responsibility for compliance with all of the legally established directives

	regarding the protection of classified information and material. Suggested reference: OPNAVINST 5510.10
9. Absentee and Deserters	The trainee is introduced to the policy and procedures for the handling of absentees and deserters coming into their custody. Suggested reference: SECNAVINST 1620.7
10. Public Relations	Introduction to the elements essential to building and maintaining a positive and constructive climate for security force personnel/citizen interaction. Suggested reference: Local Directives and Guidance

LEGAL SUBJECTS

BLOCK #1

1. Jurisdiction and Authority, Posse Comitatus	The trainees examine their jurisdiction over offenders and limits of authority and jurisdiction in apprehension and authority. The trainee discusses the jurisdiction and identification of persons subject to the

	UCMJ. Trainee discusses the impact and limitation of the Assimilative Crime Act, the Posse Comitatus Act, applicable state and local laws and their authority on and off the installation. Suggested reference: SECNAVINST 5511.36, SECNAVINST 5822.1, NAVEDTRA 10242, UCMJ, MCM, Assimilative Crime Act, Posse Comitatus Act
2. Rules of Evidence	Introduction to the Military Rules of Evidence and applicable civilian rules, the kinds of evidence, the methods of distinguishing relevance from competency and materiality. The trainee discusses illegally obtained evidence, admissions, and confessions. Suggested reference: UCMJ, MCM, 4th/5th and 14th Amendments, NAVEDTRA 10242
3. Search and Seizure	Introduction to the basic principles which constitute a lawful search and/or seizure. Basic understanding of the laws

	and judicial interpretations that make them lawful, stressing probable cause. Familiarization with search warrants and the procedural steps for securing them. Suggested reference: JAG Manual, NAVEDTRA 10242, OPNAVINST 5580.1, MCM, 4th/5th/6th and 14th Amendments
4. Substantive Criminal Law	The trainee is presented the fundamentals of substantive law relative to definitions and classifications of crimes in general. Suggested reference: JAG Manual, MCM, NAVEDTRA 10242
5. Self-Incrimination, Admissions and Confessions	The trainee is presented the use of Article 31, UCMJ and the 5th, 6th, and 14th Amendments to the U.S. Constitution as they pertain to obtaining statements or admissions from the accused, witnesses, and suspects. Trainee reviews the right of the individual to due process of law, to have counsel, the privilege against self-incrimination, the personal

	nature of the waiver of rights, the warning requirements contained in the Federal Statutes. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242, MCM, JAG Manual, UCMJ
6. Apprehension and Arrest; Stop and Frisk	The trainee identifies the elements of a legal arrest/apprehension and distinguishes situations involving mere suspicion, and probable cause. The trainee should be able to identify the essential criteria for making a stop and frisk. Suggested reference: OPNAVINST 5580.1, MCM, NAVEDTRA 10242
7. Detention and Confinement	A brief overview of the administration, management, and operation of Navy Brig and detention cell as well as the current philosophy and organization of the Navy's Corrections Program. Suggested reference: SECNAVINST 1640.10, OPNAVINST 5580.1, SECNAVINST 1640.9A, BUPERSINST 1640.17

8. Federal Magistrate System	Introduction to the military and federal magistrate system including the Assimilative Crime Act as it applies to application of state vehicle laws on naval installations having exclusive or concurrent federal legislative jurisdiction. Suggested reference: SECNAVINST 5822.1, NAVEDTRA 10242
9. Status of Forces Agreement	The implication and meaning of sovereignty in international law and role and purposes of international agreements pertaining to jurisdiction with emphasis placed on the Status of Forces Agreement. Suggested reference: DOD Directive 5525.1
BLOCK #2	
10. Juvenile Offenses	Presentation of the authority of law enforcement personnel with regard to the enforcement of juvenile matters on federal, state, and military jurisdictions and overseas installations. Trainee should

	be familiar with the Juvenile Justice and Delinquency Prevention Act, Public Law 93-415 of 1974. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242
11. Judicial Proceedings, Testimony and Demeanor	Presentation of the jurisdictional limitations of non-judicial punishment and duties of the Master-at-Arms and military and civilian law enforcement personnel in conjunction with Captain's Mast, courts of inquiry, civilian courts, and courts martial. Trainee should be familiar with courtroom procedures, demeanor, attitudes, and methods of addressing questioner. Suggested reference: SECNAVINST 1640.10, NAVEDTRA 10242, JAG Manual, and UCMJ

TRAFFIC LAWS AND ENFORCEMENT

BLOCK #1

1. Military Traffic Law Enforcement	The trainee will receive the policies, responsibilities, and procedures for motor vehicle

	traffic supervision, including the traffic federal magistrate system and the mechanics of military and federal citation issuance (DD Form 1407 & 1805). Safe and efficient movement of vehicles, materials, and personnel to, from, and onboard the command. Suggested reference: OPNAVINST 11200.5B, OPNAVINST 5100.12B, SECNAVINST 5822.1
2. Mishap Investigation and Reporting, Hit and Run	Basic knowledge of how to investigate a motor vehicle accident and a flexible plan of action to deal with all phases involving accidents. Preparation and completion of accident reports and related documents. Overview of JAG investigations of government vehicle accidents. Suggested reference: JAG Manual, NAVEDTRA 10242, OPNAVINST 11200.5B

3.	Driving Under the Influence, Enforcement, Implied Consent	Drunk driving problem and its effect on accident and death rates. Instruction in the techniques for detecting, apprehending, and testing persons suspected of driving under the influence of intoxication. Familiarization with field sobriety testing and the preparation of the DD Form 1920 (Alcoholic Influence Report) in examining, interpreting, and recording results of such tests. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242, Assimilative Crime Act, JAG Manual, UCMJ
4.	Traffic Control and Direction	Basic principles of military and Direction traffic control as well as the methods and techniques of traffic control. Discussion of various traffic situations, the establishment of traffic and tactical posts, controlling traffic flow, hand

	and arm signals, and direction of traffic during the hours of darkness. Suggested reference: OPNAVINST 5580.1, Army Field Manual 19-10
5. Parking Enforcement, and Impounding Vehicles	Presentation of local command and impounding parking rules, regulations and laws with the aim of the most efficient use of existing on and off street parking facilities. The trainee should learn when the temporary impoundment of vehicles is authorized and the procedures for doing so. Suggested reference: OPNAVINST 5580.1, OPNAVINST 11200.5, Uniform Vehicle Code, Assimilative Crime Act
BLOCK #2	
6. Selective Enforcement	Presentation of the planned distribution of security force personnel and equipment, including radar, where and when needed to deter violations which contribute to increased accidents of congestion.

	Suggest reference: OPNAVINST 5580.1, NAVEDTRA 10242, Army Field Manual 19-10
7. Crime Prevention	Presentation of those actions which law enforcement personnel can take to prevent crime as well as how they can involve the community at large (military or civilian) through education and participation. Introduction to and how to conduct the various forms of crime prevention surveys. Suggested reference: OPNAVINST 5580.1

PATROL PROCEDURES

BLOCK #1

1. Radio Communications	Presentation with the procedures for communications to include types of calls, phonetic alphabet, 24-hour time, the "10" code, the correct construction and delivery of messages, as well as receiving and recording messages. Familiarization with the command radio and telecommunications systems

	applicable to law enforcement. Suggested reference: OPNAVINST 5580.1
2. Routine and Specialized Building and Repository Escorts	Presentation to the primary purposes of patrols; to protect life and property, deter crime, supervise road traffic laws and regulations, maintain good order and discipline, furnish information and direction, perform escorts, and perform building checks. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242
3. Vehicle Stops and Search of Vehicles	Development of the ability to make safe, effective vehicle stops and control situations that escalate after the stop. Search of vehicles with the legal decisions as to when and where they are constitutionally legal. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242, Applicable State and Federal Laws
4. Crimes in Progress	The trainee is instructed with regard to the proper response to

	a crime in progress emphasizing safe, effective driving, approach, arrival, duties and responsibilities at the scene, search of the area, and inherent dangers such as ambush, attacks, etc. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242
5. Physical Security	Indoctrination and familiarization with the command physical security safeguard requirements and policies including perimeter gates and fences, protective lighting, intrusion detection systems, their location, purpose and required response times, key and lock control systems, etc. Suggested reference: OPNAVINST 5530.14, OPNAVINST 5530.13

UNUSUAL INCIDENTS

BLOCK #1

1. Terrorism	Orientation to terrorism emphasizing and group or groups known or suspected to be operational in the area. Familiarization with the types

	of violence, motivational factors, targets, cell structure of the group(s), etc. Response to terrorists actions and prevention measures should be discussed. Suggested reference: OPNAVINST 5580.1, OPNAVINST 5530.15, OPNAVINST 3850.4A
2. Bomb Threats, Wrongful Destruction and Sabotage	The trainee should be able to develop a plan of action to be taken upon receipt of, during, and after a bomb threat including when or where not to evacuate. Discussion of the differences between destruction and sabotage, stressing intent and the military and federal criminal laws applicable. Suggested reference: OPNAVINST 5580.1, OPNAVINST 5530.14, NAVEDTRA 10242
BLOCK #2	
3. Disaster and Emergency Planning	Presentation of the various activity disaster and emergency bills with emphasis on roles in the movement of essential

	traffic to, from, and within the stricken area; prevention of further loss of life and protection of property; care of living casualties; and recovery, removal, identification, and disposition of the fatally injured. Familiarization with notifications and initial actions required in the event of any such emergency or disaster. Suggested reference: OPNAVINST 5580.1, Local Directives
4. Civil Disturbances, Crowd Mob Control	The trainee should be made aware of the responsibilities for the protection of government property and functions as well as the legal restrictions involved with that protection. Use of minimum force policies and riot control agents should be discussed along with the basic formations, weapons, moves, and commands used for mob and crowd control. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242, Local Directives

5. Hostage Situations and Barricaded Suspect(s)	Presentation of the various actions to be taken and notifications to be made upon arrival at the scene of a hostage situation or barricaded suspect. The basic responses available to law enforcement personnel in barricaded suspect/hostage situations and the various weapons, tactics, and actions to be taken for each different response. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242, OPNAVINST 5530.15, Local Directives
6. Animal Complaints	Presentation of those actions to be taken and/or notifications made in response to an animal complaint; emphasis placed on procedures in the event of an animal bite and/or rabid animal. Familiarization with those organizations, military or civilian, who will assist with, and respond to, animal incidents and removal. Suggested

	reference: Local Directives. State and local shelters and SPCA
7. Missing Persons, Found Children and Senile Persons	The trainee should receive the definitions, report requirements, and classifications of missing persons with emphasis on children. Difference between a critical and non-critical missing person and those actions and notifications necessary for each category. Procedures for handling found children and senile persons. Suggested reference: Local Directives, Local children's shelters and other agencies
8. Family Intervention, Spouse Abuse, Child Abuse, Domestic Conflict	Introduction to the dangers inherent in crisis intervention within the domestic setting. The need for sensitive but thorough investigation in areas such as child abuse, incest, spouse abuse, and other offenses directed against children and the family. Also presented should be those military and

	civilian agencies and advocate groups available to assist with child and/or family crisis situations. Suggested reference: OPNAVINST 5580.1, Local Directives, Local charitable agencies and church groups
9. Recognizing and Handling Abnormal Behavior: Alcoholism, Drug Abuse, Mental Disorders	The trainee is presented three areas of abnormal behavior, i.e, mental illness, mental retardation, and psychopathic personality. Presentation of the specific symptoms for recognition of behavior in each of these areas and the generally recommended methods for dealing with each. Discussion of the symptoms of drug and alcohol abuse, emergency and medical treatment, and handling of individuals in possible violent situations. Suggested reference: National Mental Health Association "How to Recognize and Handle Abnormal

	People: A Guide for Police Officers"

PROFESSIONAL SKILLS

BLOCK #1

1. Driver Training	Basic knowledge of emergency vehicles. Presentation of practical exercises for vehicle stops, transporting prisoners, and removal of reluctant prisoners. Care and maintenance of vehicles.
2. Weapons Proficiency	Familiarization with the nomenclature and rules pertaining to the handling and operation of weapons used by the security department. Weapon care and maintenance. Familiarization with range safety procedures, and commands. Suggested reference: OPNAVINST 5580.1, SECNAVINST 5500.32
3. Use of Minimum and Deadly Force	Presentation to the use and types of force to be employed in a variety of situations, stressing the requirement for use of minimum force.

	Discussion of the legal, moral, and ethical considerations involving the use of deadly force. Suggested reference: OPNAVINST 5580.1, SECNAVINST 5500.29A
4. Defensive Tactics	Basic principles of unarmed self-defense utilizing balance, leverage, and momentum. Use of boton come-alongs and defense uses to avoid losing control. Apprehension, search, restraint techniques and handcuffing techniques. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242, FBI "Defensive Tactics, A Manual for Law Enforcement Officers"
5. Physical Training	Trainee must be physically fit and rendered as such by completion of the physical training program. Suggested reference: OPNAVINST 5580.1, OPNAVINST 6110.1, FBI "Physical Fitness for Law Enforcement Officers"

BLOCK #2

6. Chemical Agents	The trainee will become acquainted with the various chemical agents used by the security department and when their use is justified. Operation of such devices and how to render first aid after their use. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242, Local Directives
7. Breath Testing and Radar Certification	Lecture and practical exercise on procedures for setting up, calibrating, testing, and operating radar and breath testing equipment used by the security department. Written examinations and practical application should be given to enable trainee to obtain certification from the state or jurisdiction where they are authorized.
8. Fingerprints	Presentation of the practical aspects relating to use and recognition of fingerprint

	patterns. The development of skills in taking rolled impressions, and the processing of latent prints for identification and use as evidence. Suggested reference: FBI′s "The Science of Fingerprints: Classification and Uses", FBI′s "Techniques for Taking Good Fingerprints"
9. Emergency Medicine, Trauma Management	The trainee is shown how to administer proper medical care to victims of disasters, illness, accidents, and other trauma events when confronted with situations that require emergency medical management techniques. Satisfactory completion of either the Navy′s Standard First Aid Training Course or the American Red Cross Multimedia Standard First Aid Course. Satisfactory completion of the Heart Association CPR Course and certification.

CRIMINAL INVESTIGATIONS

BLOCK #2

1. Jurisdiction and Responsibilities	Presentation of the duties and those reponsible for the investigation of crimes and security breaches on board the command, what constitutes a major versus a minor crime, action to be taken when those responsible are not available, and other related matters. The individual roles of NIS, command investigators, the Master-at-Arms, Shore Patrol, FBI, and other law enforcement agencies. Suggested reference: OPNAVINST 5580.1, SECNAVINST 5520.3, SECNAVINST 5820.1, Local Directives
2. Crime Scenes; Identification, Preservation, Collection of Evidence, Notes, Sketches, and Photography	Emphasis is placed upon the importance of the preservation of the crime scene. Introduction to the identification of physical evidence in a crime scene setting. Techniques of searching for evidence, the

	necessity for a sketch and how to draw one, stressing essential elements; notes and records to be kept and crime scene photography with the instruction in the operation of cameras in use by the department. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242, Local Directives
3. Identification of Victims, Witnesses, and Suspects	The trainee is acquainted with the proper methods of identifying victims, missing persons, suspects, and deceased persons. Stress the importance of accurate identification and relate how this information can aid in the successful conclusion of an investigation. Discussion on the use of line-ups and street showups as a method of identification with emphasis on the mechanics of properly conducting them, time constraints involved an other mitigating factors. Suggested

	reference: OPNAVINST 5580.1, NAVEDTRA 10242, Local Directives
4. Interviews and Interrogations; Notetaking and Statements	Instruction with use of practical exercises in the proper techniques of approach, along with the types of questions to ask when conducting interviews and interrogations. Preparation of written statements and interview summaries. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242, Local Directives
5. Managing Informants	The trainee is shown the importance of sources and informants in the successful conduct of investigations. Introduction to some of the techniques used to recruit informants. Suggested reference: OPNAVINST 5580.1
6. Crimes Against Persons	Presentation of the elements, proof required, procedures, and objective for the investigation of such crimes against persons as homicide, sex offenses,

		robbery, assault, etc. How to conduct a thorough preliminary investigation until the arrival of the agent or investigator with jurisdiction or responsibility. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242, Local Directives
7.	Crimes Against Property	Presentation of the elements, proof required, procedures, and objectives for the investigation of such crimes against property as burglary, larceny, auto theft, arson, check and fraud, etc. Suggested reference: OPNAVINST 5580.1, NAVEDTRA 10242, Local Directives
8.	Drugs, Identification, and Control	The trainee should develop an ability to identify current drugs of abuse, use of generic names as well as their street names. A controlled burn should be conducted to familiarize the trainees with the odor of marijuana, and a record of this made in their service record.

		Discussion of the particular drug problems of the command as well as the Navy's effort to combat the problem. Suggested reference: OPNAVINST 5580.1, OPNAVINST 5350.4, NAVEDTRA 10242, AMA's "Drug Abuse, A Guide for the Primary Care Physician"
9.	Vice Investigations, Armed Forces Disciplinary Boards	Discussion should be held with the trainee on the Armed Forces Disciplinary Control Boards and their mission, function, organizations, limitations, and authority. The on or off installation drug, alcohol, or vice conditions negatively impacting upon the mission should also be discussed. Suggested reference: OPNAVINST 1620.1A, Local Directives

APPENDIX B

FIREARMS PROFICIENCY
(Adapted from Tab A, OPNAVINST 5530.14A)

A. COURSE OF INSTRUCTION

All personnel assigned to a law enforcement or physical security function and who are designated to carry a weapon shall receive a minimum of 16 hours of firearms instruction as prescribed below:

Topics	Hours
Policy/Regulation	2
Use of Force, Safety, Nomenclature	1
Liability	1
Judgement Pistol Shooting, Officer Safety, Survival	4
Pistol Familiarization and Qualification, Shotgun Familiarization	8
TOTAL	16

B. COMBAT PISTOL COURSE

The Combat Pistol Course (CPC) are designed to be fired on a 25 yard range, using standard silhouette targets and turning type targets, if available. The firing points are located at the Three yard line, Seven yard line, 15 yard line, and the 25 yard line. Revolvers or semi-automatic pistols may be used for the CPC qualification. The course of fire for either weapon is provided below.

1. Course of Fire

.38 Caliber, Six-shot Revolver

a. Three Yard Line

12 rounds, double action, one quick point position. The shooter stands with the weapon empty and holstered with 48 rounds available. On the command of the range officer, the shooter will load six rounds and holster the weapon. The shooter will then load six rounds in the ammunition pouch. On the command of the range officer, the shooter will draw the weapon and assume a quick point position, fire two rounds, and cover the target until instructed to holster the weapon. On the command of the range officer, the shooter will draw and fire two rounds from the quick point position and cover the target until instructed to holster the weapon. The time limit for drawing and firing each two round sequence is four seconds. On the command of the range officer, the shooter will draw and fire two rounds from the quick point position, immediately unload

the expended rounds, load two rounds from the ammunition pouch, fire those rounds from the quick point position, and then cover the target. When instructed, the shooter will unload and reload two additional rounds from the ammunition pouch, and holster the weapon. On the command of the range officer, the shooter will draw and fire two rounds from the quick point position, immediately unload the expended rounds, and reload two rounds from the ammunition pouch, and fire those rounds from the quick point point and then cover the target until instructed to unload and holster the weapon. The time limit for each four round sequence is 15 seconds.

b. Seven Yard Line

12 rounds, double action, quick point position fired in the same manner as the three yard line portion.

C. 15 Yard Line

12 rounds, double action, point shoulder position fired in the same manner as the three yard line portion.

d. 25 Yard Line

12 rounds, double action,l barricade position. The shooter stands behind the barricade with the weapon empty and holstered. On the command of the range officer, the shooter loads six rounds in the weapon, holsters and loads six rounds in the ammunition pouch. On the command of the range officer, the shooter will draw the weapon and fire six rounds from the right side barricade position. The shooter will then immediately unload the expended rounds, reload with

six rounds from the ammunition pouch and fire six rounds from the left side barricade position. The shooter will cover the target until instructed to unload and holster. The time limit for the entire sequence is one minute.

1. Course of Fire

.45 Caliber Semi-Automatic and 9mm Semi-Automatic Pistols.

a. Three Yard Line

Ten rounds, quick point position. The shooter stands with the weapon empty and holstered with 40 rounds and two magazines available. On the command of the range officer, the shooter will insert a five round magazine in the weapon, holster, and have a five round magazine available. On the command of the range officer, the shooter will draw the weapon and assume the quick point position, fire two rounds and continue to cover the target until instructed to holster. On the command of the range officer, the shooter will draw and fire two rounds from the quick point position and cover the target until instructed to holster the weapon. The time limit is four seconds for drawing and firing each two round sequence. On the command of the range officer, the shooter will draw the weapon, fire one round from the quick point position, immediately drop the empty magazine, insert the spare magazine, fire one round from the quick point position, and then cover the target. The time limit for this phase is ten seconds. On the command of the range officer, the shooter will then repeat the same two round phases as set forth above.

b. Seven Yard Line

Ten rounds, quick point position fired in the same manner as the three yard line portion.

c. 15 Yard Line

Ten rounds, point shoulder position fired in the same manner as the three yard line portion.

d. 25 Yard Line

Ten rounds, barricade position. The shooter stands behind the barricade with the weapon empty and holstered. On the command of the range officer, the shooter inserts a five round magazine in the weapon, holsters, and has a five round magazine available. On the command of the range officer, the shooter will draw the weapon and fire five rounds from the right side barricade position, strong hand. The shooter will then immediately drop the empty magazine, insert the spare magazine, and fire five rounds from the left side barricade position, strong hand. The shooter will then cover the target until instructed to drop the empty magazine and holster the weapon. The time limit for the entire sequence is one minute.

3. Scoring the Combat Pistol Course (Scoring should be done using the values on the target.)

Scoring the six-shot revolver:

Possible score........................240

Minimum qualifying score	180
Marksman	181-205
Sharpshooter	206-222
Expert	223-232
Distinguished Expert	233-240

Scoring the .45 and 9mm Semi-Automatic Pistols:

Possible Score	200
Minimum qualifying score	130
Marksman	131-160
Sharpshooter	161-180
Expert	181-194
Distinguished Expert	195-200

C. FAMILIARIZATION FIRE COURSE

All security force personnel authorized to carry firearms, should be required to qualify quarterly utilizing the Combat Pistol Course (CPC). However, time and ammunition restraints will in some cases make this goal untenable. Therefore, an alternative is necessary. The Familiarization Fire Course was designed for this purpose. The course is designed for 12 rounds of ammunition with six additional rounds optional, depending on their availability. Firearm qualification utilizing the CPC is required annually and Familiarization Fire Course during the other three-quarters of the year may be substituted. All shooting for the Familiarization Fire Course is done double action. The

Familiarization Fire Course format for the revolver or semi-automatic pistols is provided.

1. Course of Fire

.38 Caliber, Six-Shot Revolver.

a. Three Yard Line

Four rounds, double action, quick point position. The shooter stands with the weapon empty and holstered with 12 rounds available. On the command of the range officer, the shooter will load six rounds and holster the weapon. On the command of the range officer, the shooter will draw the weapon and assume a quick point position, fire two rounds, and cover the target until instructed to holster the weapon. On the command of the range officer, the shooter will draw and fire two rounds from the quick point position and then cover the target until instructed to holster the weapon. The time limit for firing each two round sequence is four seconds.

b. Seven Yard Line

Four rounds, double action, quick point position. The shooter stands at the firing line with the weapon empty. On the command of the range officer, the shooter will load two rounds, fire, immediately unload the expended rounds, load two rounds from the ammunition pouch, and fire those two rounds. The shooter will cover the target until instructed to holster the weapon. The time limit for this four round sequence is 15 seconds.

c. 15 Yard Line

Four rounds, double action, quick point position. The shooter stands at the firing line with the weapon empty. On the command of the range officer, the shooter will load two rounds and holster the weapon. On the command of the range officer, the shooter will draw and fire two rounds from the quick point position, immediately unload the expended rounds, load two rounds from the ammunition pouch, fire two rounds again from the quick point position, and then cover the target until instructed to holster the weapon. The time limit for this four round sequence is 15 seconds.

d. 25 Yard Line (Optional and not used to compute the score if fired)

Six rounds, double action, barricade position. The shooter stands behind the barricade with the weapon empty and holstered. On the command of the range officer, the shooter loads three rounds in the weapon, holsters, and then puts three rounds in the ammunition pouch. On the command of the range officer, the shooter will draw the weapon and fire three rounds from the left side barricade position. The shooter will then immediately unload the expended rounds, load three rounds from the ammunition pouch, fire the three rounds from the right barricade position, and cover the target until instructed to holster the weapon. The time limit for this six round sequence is 45 seconds.

1. Course of Fire

.45 Caliber and 9mm Semi-Automatic Pistols

The Familiarization Fire Course for the .45 caliber and 9mm semi-automatic pistols is basically the same as the course above for the .38 caliber revolver. The only difference is that the shooter will load a magazine into the pistol with the specified number of rounds for each sequence and have a magazine with the specified number of rounds available, when required, for the unload/load sequences.

a. Scoring Familiarization Fire (Scoring should be done using the values on the target.)

Possible Score..............................60

Minimum qualifying score...................42

D. NIGHTFIRE EXERCISE

In order to familiarize security force personnel with the inherent handicaps of night fire and the necessary compensations, the Nightfire Exercise set forth below should be fired annually in lieu of one of the three quarterly Familiarization Fires. The weapon should be fired from below the line of sight, not the point shoulder position. The reason is to keep the muzzle flash, that can severly impair the shooter's night vision, low and away from the shooter. The shooters must be able to unload and load by feel alone. All firing for this course is done double action.

I. Course of Fire

.38 Caliber Revolver

a. Three Yard Line

Four rounds, double action, with target illuminated by a vehicle's headlights parked behind the seven yard line of fire. The shooters stands with the weapon empty and holstered with 12 rounds available. On the command of the range officer, the shooter will draw and fire two rounds, then cover the target until instructed to holster the weapon. The time limit for drawing and firing each two round sequence is four seconds. The headlights are then extinguished and on the command of the range officer, the shooter will unload the expended rounds, load four rounds, and holster the weapon. On the command of the range officer, the shooter will move to the seven yard line position.

b. Seven Yard Line

Phase I, Four rounds, two rounds per four seconds, double action, total darkness, same sequence as in the three yard line portion.

c. Seven Yard Line

Phase II, Four rounds, two rounds per four seconds, double action, same sequence as in the three yard line portion, using a flashlight. The flashlight is held in the non-shooting hand. On the command of the range office, the shooter will turn the flashlight on the target, holding it up and away from the body, fire two rounds, and turn the flashlight off. The shooter will repeat the sequence for the remaining two rounds.

1. Course of Fire

.45 Caliber and 9mm Semi-Automatic Pistols

The nightfire exercise for the .45 caliber and 9mm semi-automatic pistols are basically the same course as set forth above for the .38 caliber revolver. The only difference is that the shooter will load a magazine into the pistol with the specified number of rounds for each sequence and have a magazine with the specified number of rounds available, when required, for the unload/load sequences.

2. Scoring The Nightfire Exercise.

Scoring the nightfire exercise is done by counting the number of hits within the silhouette target versus the scoring values. Shooters will not normally be disqualified from carrying weapons for a failure to qualify on this course. The course is designed to familiarize the shooter with firing conditions under impaired light or darkness. A failure to qualify indicates a need for additional familiarization.

Possible score.........................12 hits

Minimum qualifying score................8 hits

E. TRANSITION COURSE

The objective of the Transition Course is to enhance basic skills training and development of skills with sidearms. Since there are only six alternative ways of firing a sidearm (stronghand, weak hand, single action, double action, one hand, and two hands) mastering them will result in higher Combat Pistol and Familiarization Course scores.

1. Course of Fire

.38 Caliber Revolver

a. 15 Yard Line

Four stages, twelve rounds per stage, quick point position without support. The shooter stands with the weapon empty and holstered with 48 rounds available. On the command of the range officer, at the beginning of each stage, the shooter will load with six rounds and holster the weapon. On the command of the range officer for each stage, the shooter will draw and fire six rounds, unload the expended rounds, load with six rounds, and fire. The time limit is one minute per page. The four stages are fired as follows:

(1) Stage One. 12 rounds, strong hand, single action.

(2) Stage Two. 12 rounds, strong hand, double action.

(3) Stage Three. 12 rounds, weak hand, single action.

(4) Stage Four. 12 rounds, weak hand, double action.

1. Course of Fire

.45 Caliber and 9mm Semi-Automatic Pistols

a. 15 Yard Line

The Transition Course for the pistols is basically the same as that of the .38 caliber revolver. At the command of the range officer at the beginning of each stage, the shooter will insert a five round magazine in the weapon, holster, and have a five round magazine available. On the command of the range officer for each stage, the shooter will draw and fire five rounds, drop the empty magazine, insert the spare magazine, and fire.

2. Scoring the Transition Course

Scoring is done by counting the number of hits within the silhouette target to establish a satisfactory or unsatisfactory rating. An unsatisfactory rating merely indicates a need for additional training.

Rating the revolver:

Possible score........................48 hits

Satisfactory..........................32+ hits

Unsatisfactory........................31- hits

Rating the pistols:

Possible score........................40 hits

Satisfactory..........................27+ hits

Unsatisfactory........................26- hits

F. SHOTGUNS

The shotgun course is designed to provide training in safety, loading, and firing the shotgun from the hip and the shoulder positions. The course is shot on a 25 yard range with firing points at the 15 and 25 yard lines. Only one shooter will shoot at a time. Two shooters may fire at the same time if separated by a minimum of 20 feet and two qualified instructors are present. Five Army E type targets spaced four feet apart, numbered left to right, one through five, will be used. If five closely spaced targets is not possible, then the alternate course of fire shall be used. Both the regular and alternate course of fire consist of three phases with a total of 12 rounds. The shotgun course will be fired by each individual quarterly. The load for all phases will be 00-buckshot. There is no time limit on any phase. Safety, familiarity, and accuracy should be stressed.

1. Regular Course of Fire

(a) Phase I

Five rounds, three standing and two kneeling from 25 yards. The shooter takes up a position on the 25 yard line with the shotgun at port arms, action open, and the safety on. Five rounds of ammunition are placed in the front pants pocket opposite of the strong hand. On the command of the range officer, the shooter loads three rounds (one in the chamber), then assumes a port arms position facing the targets with the action closed and the safety on. When the commence fire signal is given, the shooter will bring the shotgun to the shoulder position, strong hand, remove the safety, and fire three rounds, one each at three targets. After firing the three rounds, on command, the shooter will load two rounds (one in the chamber) and assume a port arms position facing the targets. On the commence fire signal, the shooter will assume the kneeling position, remove the safety, and fire the two rounds, one each at the targets. After firing the two rounds, the shooter will open the action, put the safety on, hold the shotgun at port arms, and move forward to the 15 yard line for Phase II.

(b) Phase II

Five rounds, four from the hip and one from the kneeling strong shoulder position at 15 yards. On the command of the range officer, the shooter loads three rounds (one in the chamber), then assumes a port arms position facing the targets with the action closed and the safety on. When the commence fire signeal is given, the shooter assumes the hip position, removes the safety and fires three rounds, one each at three targets. Ater firing the three rounds, the action is opened, the safety is put on, and the shotgun is held at port arms. On command, the shooter loads two rounds (one in the chamber) and assumes a port arms position facing the targets. On the commence fire signal, the shooter assumes the hip position, removes the safety and fires one round. The shooter then assumes the kneeling position and fires the remining round from the shoulder position (strong hand). The shooter then stands, opens the action, puts the safety on and holds the shotgun at port arms.

(c) Phase III

Two rounds, fired from the shoulder position, weak hand, at 15 yards. On the command of the range officer, the shooter loads two rounds (one in the chamber), closes the action, releases the safety, and assumes the proper port arms psition for the weak hand. When the commence fire signal is given, the shooter brings the shotgun to the weak hand shoulder, and fires two rounds at two targets. The action is then opened, the safety placed on, and the strong hand port arms position is assumed.

2. Alternate Course of Fire

(a) Phase I

Five rounds, three standing and two kneeling from 25 yards. The shooter takes up a position on the 25 yard line with the shotgun at port arms, action open, and the safety on. The shooter has five rounds of ammunition in the front pants pocket opposite his strong hand. On the command of the range officer, the shooter loads three rounds (one in the chamber) and assumes a port arms position facing the target with the action closed and the safety on. When the commence fire signal is given, the shooter brings the shotgun to the strong hand shoulder, removes the safety, and fires three rounds. After firing the three rounds, the action is opened, the safety is put on, and the shotgun is held at port arms. On command, at the 25 yard line, two rounds (one in the chamber) are loaded. When commence fire is given, the shooter assumes the kneeling position, removes the safety, and fires both rounds. The action is opened, the safety is put on, and with the shotgun at port arms, the shooter moves up to the 15 yard line.

(b) Phase II

Five rounds, four from the hip position and one from the kneeling position at 15 yards. On command of the range officer, the shooter loads three rounds (one in the chamber) and assumes the port arms position facing the targets with the action closed and the safety on. When the commence fire signal is given, the shooter assumes the hip position, removes the safety, and fires three rounds. After firing the three rounds, the action is opened, safety put on, and the shotgun is held at port arms. On command, at the 15 yard line, the shooter loads two rounds (one in the chamber), and assumes a port arms position facing the target with the action closed and the safety on. When the commence fire signal is given, the shooter assumes the hip position, removes the safety, fires one round, then assumes the kneeling position and fires the remaining round. The shooter makes the shotgun safe (action open, safety on), and holds the weapon at port arms.

(c) Phase II

Two rounds fired from the shoulder position, weak hand, at 15 yards. On command of the range officer, the shooter loads two rounds (one in the chamber), closes the action, releases the safety, and assumes the proper port arms position for the weak hand. When the commence fire signal is given, the shooter brings the shotgun to the weak hand shoulder and fires two rounds. The shooter then opens the action, puts the safety on, and assumes the port arms position.

3. Qualification

There is no numerical qualification score for the shotgun. The range officers are responsible for certifying that the individuals observed can safely handle and fire the shotgun with some degree of accuracy.

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